

Change Leader Certification Projects

Elizabeth Abbott*University of Utah*

Liz assessed the needs, wants, beliefs, and emotions of individual artists and the community of Utah artists as a whole with plans to: 1) Develop an Arts Consulting Website, 2) Establish Partnerships among Artists, 3) Publicize Web Resources and Consulting Services to Artists.

**Signe Adams***Nick Adams Photography*

Signe helped co-found the 13th and Park Art Space in St George. The project is a grassroots effort to transform a declining industrial complex into a creative hub. Signe envisions the 13th and Park Art Space as the beginning of a movement toward a thriving art district.

Laurel Cannon Alder*Utah Division of Arts & Museums*

Starting with weekly conversations, Laurel involved the entire UA&M staff in implementing a new grants calendar. She has engaged staff members for each of the grant categories as subject matter experts in order to provide more support to constituents and close the circle of communication within the staff.

Carl J. Aldrich*Territorial Statehouse State Park*

Carl started a successful Open Mic Night at Territorial Statehouse State Park. Carl has a committed corps of volunteers and musicians, and is collaborating with other Change Leaders to develop a four-part workshop teaching the arts of songwriting and on-stage performance.

Jenna Aldrich*Friends of the Territorial Statehouse State Park*

Jenna recognized an opportunity to turn a wall mural painting at the Fullmer Arena in Fillmore into a community engagement activity. She secured Change Leader Random Acts of Art funding to help cover costs and partnered with youth organizations, including 4-H Youth, to complete the project.

Kirsten Allen*Torrey House Press*

Kirsten used Change Leader tools to evaluate an important changes in her business. She is considering how to bring on a new partner at Torrey House Press and how to narrow the focus of the press to books on conservation and the environment.

Lesly Allen

South Salt Lake City

As Arts Council Director for South Salt Lake, Lesly wanted to publicly acknowledge the array of artists, creative businesses and entrepreneurs in SSL. Inspired by the “Inside out Project” she pursued a photo mural “Inside Out” project in SSL. Working with her community, Lesly was able to showcase 50 SSL creative professionals with a black & white photo mural on a building in SSL.

**Hilary Amnah**

Utah Division of Arts & Museums

Hilary facilitated a discussion using the civic dialogue process on cultural competency with the UA&M staff. She condensed the discussion topic to continue the conversation throughout the state at Change Leader – Leadership Circles.

Kim Anjeli

Salt Lake City

Kim facilitated a focus group of buskers—people who perform in public space for donations—to create an engaged dialogue about busking in downtown Salt Lake City. Her goal was to understand the challenges and opportunities from the perspective of the performers.

Megan Attermann

Salt Lake County Zoo, Arts & Parks

As the Salt Lake County Zoo Arts and Parks Program Manager, Megan’s certification project was to devise and implement the ZAP Ambassadors Collaborative Team. ZAP Ambassadors are community members, nonprofit leaders and grantees who volunteer their time to raise the public’s awareness about the ZAP Program.

Felicia Baca

Salt Lake Art Center

Felicia used the Change Leader process to provide a structure to encourage healthy behaviors and interactions in some of the relationships with her family. She utilized appropriate leadership styles, facilitation skills, managing resistance, and negotiation skills.

Laurie Baefsky

USU ArtsBridge

Laurie secured funding for ArtsBridge - a service-learning scholarship program for university students who are either emerging teaching artists or soon-to-be classroom teachers - to create and implement hands-on student driven long-term arts projects for K-12 classes.

Kelly Barsdate

National Assembly of State Arts Agencies

After attending the Institute, Kelly wanted to see how Utah’s Change Leader tools might help other states navigate their unique leadership challenges. Kelly brought Change Leader tools into two keys programs through NASAA, the Leadership Institute and the Executive Director Boot Camp. With the infusion of good ideas from Change Leader, NASAA is helping arts councils across the country to navigate state government policy and regulations.



Lela Bartholomew*American Fork*

Lela was approached by the public relations person for Utah Transit Authority about plans for a meeting with the mayor concerning the wind screens at the American Fork Frontrunner stop. Lela recognized the important aspects of awareness in leading change and suggested that the American Fork Arts Council be involved in the design and creation of the artwork on the screens.

Carolyn Saam Bennion*Egyptian Theatre Foundation*

Carolyn transitioned the foundation board to a functional, fundraising board with community visibility through new grant writing policies; oversaw the creation of a website; established a lobby presence at Sundance Film Festival; and added eight new board members who are affiliated with organizations in the community.

Laretta Beesley*Clinton Arts Board*

For her Change Leader certification project, Laretta evaluated and improved the Clinton City Sing-a-long, which she established in 2009 and which led to the creation of the Clinton Arts Board. She organized the Clinton City Children's Choir to provide opportunities for children to promote community participation in the Sing-a-long. The event was a big success with more than 250 people attending.

**Rachel Parker Bishop***Southern Utah University*

Rachel took five graduate students to Washington, DC, to learn about Arts Advocacy at the federal level. While in DC, her students spent many hours on Capitol Hill advocating for the arts, obtaining commitments, and often managing resistance. An annual program, each year a new army of mini Change Leaders will hit The Hill as empowered catalysts for change.

Aimee Bonham*Kayenta Arts Foundation*

Aimee knew a street painting festival would be the perfect way to excite students, artists and the community about the visual arts. Students work alongside professional artists – watching and learning from them. Aimee is using her new Change Leader skills as she works towards the 2013 festival with the newly formed Kayenta Arts Foundation.

Nara Bopp-Williams*WabiSabi Moab*

Nara used her Change Leader training to support and encourage the staff and board of her organization to implement and accept change during a challenging time of organizational transition.

**Victoria Panella Bourns***Salt Lake County Zoo, Arts & Parks*

Victoria was instrumental in developing the Brown Bag Series & Training networking program for ZAP. This program serves the ZAP constituents by helping to improve their organizational capacity and build a stronger cultural community.

Jason Bowcutt

Utah Division of Arts & Museums

Jason assessed the environment of the performing arts field through his new position for the state of Utah. After assessing the environment and connecting with the community, he led change towards strengthening and sustaining presenter and performing artists through new programming.

Brent & Teresa Boylan

Manti City Arts Council

Brent and Teresa Boylan led a team of volunteers to establish the Manti City Arts Council. With the mission statement as a guide, they led a series of brain-storming sessions to flesh out ideas for future events and activities.

**Angela Brown**

Craft Lake City

Angela identified an opportunity to actively reach Utah's historically excluded and socio-economically diverse communities—to invite them to apply to participate in Craft Lake City's 9th Annual DIY Festival. Using active listening and a Needs, Wants, Beliefs, Emotions chart, Angela met with local organizations that work with local refugees and other unrepresented populations, educating them about Craft Lake City, the DIY festival and application process.

Cheryl Brown

Kanab Arts Council

Cheryl gathered community members to discuss the implementation of a teen center and skate park in Kanab. Including the teens in the community committee by fundraising, doing community service projects, and giving presentations has helped negate some of the negative perceptions of youth interested in skateboarding and BMX biking.

Laura Brown

Moab Music Festival

As the new Executive Director of the Moab Music Festival, Laura needed to come up with a solution for the organization's lack of a donor database. She pursued obtaining a new, user friendly database, but after assessing the environment by consulting with her board and staff, she decided to take their suggestion of reusing and improving their previous donor database.

Lorie Buckley

Ogden City Arts

As the Arts Coordinator, Lori administers arts based programming and advocates for the arts in Ogden, Utah. Ogden City Arts implemented a Painted Street Project to help activate and raise awareness of the new Nine Rails Creative District. Lori used several tools that she learned at the Change Leader Institute to navigate the process and successfully negotiated and implemented a new process for painting the streets within the Creative District.

**Krista Bulloch**

Utah Shakespeare Festival

Krista became aware that changes needed to be made to the registration of the annual Shakespeare competition in order to level the playing field for small, rural, public schools competing with charter schools. Krista realigned the divisions schools competed in and received positive feedback from teachers and administrators.

Alisha Tolman Burton*Art on Main*

After her training as a Change Leader, Alisha began a process of ensuring the longevity of Art On Main as a community project, namely applying Change Leader group facilitation skills such as collecting and synthesizing ideas, and encouraging arts businesses and organizations to commit. As a result Art on Main is now a project of Art Around the Corner, a well-established non-profit arts organization in St. George.

Suzette Bulloch*Iron County*

After assessing the options around her, Suzette decided to become a force of change and run for County Commissioner in Iron County.

Elise Butterfield*Art Access*

Elise used her tools from Change Leader to manage the dissolution of the Adult Residency Program at Art Access. She honored and surfaced resistance to the change experienced by long-term site partners, and worked with sites individually to help identify new funding sources for their programs. Additionally, she used NWBE and negotiation skills to restructure methods of communication and the division of labor in program management in order to prevent communication errors.

Raquel Smith Callis*Downtown Provo Alliance*

Raquel coordinated the efforts of the city council, a local developer and real estate agent to produce a feasibility report concerning the development of a mixed-use building in downtown Provo for artists to work and live.

Susan Campbell*Ogden Symphony Ballet Association*

To increase the exposure of symphonic music to youth in Ogden, Susan partnered with local organizations with existing children's outreach programs like Weber State University, the Weber & Morgan County Libraries, the Treehouse Museum, and the Ogden Nature Center. These collaborations have cultivated a community of family-friendly organizations focused on history, physical activity, nature, and the arts.

**Molly Cannon***Utah State University Museum of Anthropology*

Molly relied on her tools and insights gained from the Change Leader Institute to establish a new partnerships and submit a grant to the Institute of Museums & Library Services on behalf of Utah State University. Molly employed NWBE assessments to identify potential partners to facilitate change within the Museum of Anthropology's public programming.

Douglas Caputo*The Space Between Theatre Company*

Doug Caputo used Change Leader principles to work with his theatre company's Board of Directors and move the organization forward. The plot is simple. A classic struggle to overcome

the forces of personal dynamics, economic realities and social limitations to create fearless art and explore the connections that make us human.

Amanda Castillo

Cache Valley Center for the Arts

Amanda created a more dynamic and visually interesting website by using the NWBE process. She gathered strategic information from the board, committee members, staff members and focus groups to tie corporate identity, branding and customer service together, and learned that resistance brings new opportunities.



Michele Catten

Utah Art Smart Kids Corp

Michele established a volunteer advisory board to run the annual "smART Festival." The founder was able to engage the community through education efforts on the need for arts programming. The community, in turn, took over the project, with a university intern doing the coordination and businesses, groups and individuals took ownership of the festival.

Jean Cheney

Utah Humanities Council

Jean offered a challenging humanities course, taught by college faculty, for students at East High School in an effort to engage them as learners, help them see themselves as future college students, and show the school and community the potential of the humanities. This project received a prestigious Schwartz Prize from the Federation of State Humanities Councils.

Michael Christensen

Utah Arts Alliance

Michael used Change Leader principles to help begin the process of expanding his organization's programming for creative people. He used NWBE to identify the goals of staff as well artists and art buyers. Using this crucial Change Leader tool, Michael developed a new appreciation for setting up-front expectations and establishing clear communication of ideas and goals.



Erika Church

University of Utah, Marriott Library Utah Artists Project

Erika expanded the digital archive project to include the arts community beyond the Wasatch Front. This project collects and curates content for responsibly researched scholarly references about art in Utah by collecting biographies, artist interviews, high quality digital media, and ephemera.

Laura Chynoweth

Granted Fundraising Consultants

Laura used her tools from the Change Leader Institute to help launch the inaugural Hotel Vernal Haunt, a community fundraiser. This event was designed to attract attendees from neighboring counties, the adjacent Uintah and Ouray Reservation, and haunted house enthusiasts from as far as Salt Lake City and Denver. Laura surfaced, honored, explored, and reviewed resistance to several changes she led during the planning phase for this project. She also used negotiation tactics to push these changes along the change continuum.



Kathy Cieslewicz*Dixie State College*

Kathy oversaw the creation of the Kathryn Lloyd Richards Sculpture Garden in St. George. This garden benefits students, the community and all who seek a place for contemplation, culture, and cool shade.

**Michelle Coleman***Idaho Commission on the Arts*

As the Community Development Director with the Idaho Commission on the Arts, Michelle Coleman had been tasked to work with administrators to teach and encourage the use of a new system of accounting. The presentation that she ultimately prepared is a framework for what she hopes will be used to present to Idaho's arts administrators as they continue to transition to this new fiscal method.

Marcie Collett*Utah Film Center*

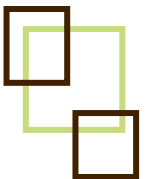
Using Change Leader facilitation tools of T charts and timelines, Marcie Collett facilitated the development team at the Utah Film Center in identifying important priorities for the organization.

**Laurel Collins***Moab Arts and Recreation Center*

Laurel Collins prepared and orchestrated an advisory board retreat for Plein Air Moab, a plein air painting event in its 5th year. The event needed to update its vision and restructure in response to the retirement of its major founder. By the end of the meeting, the group established a new vision for the festival: a celebration of outdoor painting that focuses on camaraderie, education, and creates a welcoming atmosphere for painters of all levels and establishes Moab as an arts town.

Raquel Cornali*Utah Division of Arts & Museums*

Through her work in the grants program at the Utah Division of Arts & Museums, Racquel realized many arts organizations struggle to provide accommodations and improve accessibility for disability groups. In order to address this problem, she conducted focused research on the blind and visually impaired community. She compiled easy and manageable recommendations for arts organizations that wish to increase their level of accessibility. She hopes the recommendation sheet that came from this research will help organizations surface their resistance in order to make positive changes.

**Teri Cowan***Davis Arts Council*

Teri used her change leader skills to navigate major leadership change in her organization. She bolstered staff morale and navigated a difficult time for her colleagues.

Cheryl Cox*Boulder Arts Council*

Cheryl worked with members in her community, and after assessing needs and obtaining commitment, established the Boulder Arts Council.

Rebecca Cox*Southern Utah Arts*

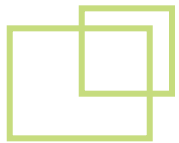
Rebecca has used her Change Leader skills to create an Arts District in St. George, and help it become an arts destination. She also created 'Art Adventures,' a multi-faceted project to provide young people with a meaningful experience in the visual arts, resulting in a hands-on art piece.

**Ken Crossley***EngAGE Utah*

In response to the huge increase of Utah's 65+ population, Ken arranged a free distance learning pilot program between Elder Quest, UVU's continuing education program for older adults, and the Cleveland Museum of Natural History. Now, Elder Quest members can select free distance learning classes offered by CMNH.

Jeremy Dabb*Defend the Arts*

To demonstrate the importance of art instruction in schools, Jeremy organized free, all-ages art classes in the Weber and Davis county region. The courses offered crossed discipline boundaries, such as merging music with math and grammar with theater. The courses encouraged artists and teachers to think about arts-integrated learning.

**Daniel Daniels***Utah Valley Youth Symphony Orchestra*

Daniel used Change Leader skills to surface and manage resistance to change within his organization. With his leadership, the Utah Valley Youth Symphony Orchestra board realized in order to survive another 55 years change needed to happen. Daniel facilitated discussions to help cultivate donors and an entirely new CRM technology roll out.

**Tish Dahmen***Heber Valley Chamber of Commerce / Heber Valley Arts Council*

Tish re-established a working arts council which encourages the growth of funding sources, arts audiences, cooperative marketing and scheduling. She has worked on building a cultural arts center for Heber Valley.

Kirsten Darrington*Utah Division of Arts & Museums*

Kirsten planned to create a website that would better connect arts administration students and emerging arts professionals throughout Utah. She hoped this would help students feel more prepared for life after graduation and instill a habit of collaboration that they would carry forward into their careers.

**Aubrey Davis***Moab Music Festival*

Aubrey spearheaded the project Episode-Moab, a series of oral histories, both audio and video, of residents and visitors in Moab, Utah. Episode-Moab creates a permanent exhibition and archive of the stories of community members, incorporating the issues and cultures of the community. It is open to all community members regardless of age, economic circumstances or

cultural heritage, allowing them to engage in dialogue about the human, spiritual and natural worlds.

Jansen Davis

CenterPoint Legacy Theatre



Jansen used his new Change Leader skills to tackle the day-to-day experience of being an Executive Director. Evaluation and change are constants in his organization and he used NWBE and mindful listening to best handle everyday challenges in his leadership role.

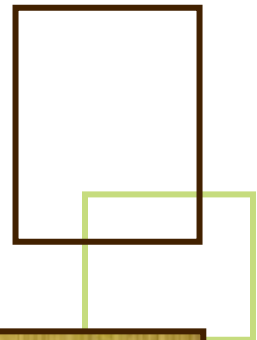
Tammie Dearing

Tammie created a plan that would encourage local artists to display their work in businesses across the city of Vernal. Tammie has met with the Chamber of Commerce and discussed the ideas to implement the change. The feedback has been positive. She plans to work further for an event in the summer of 2015 to implement this change.

Andrea DeHaan

Cache Valley Center for the Arts

Responding to a need for patrons' ability to find local artists for exhibitions, performances and commissioned work, Andrea proposed the creation of a Cache Valley artist directory. Her project included the long-term vision of moving the directory online to facilitate direct contact between art patrons and art makers.



Debbie Drake

Cedar City Arts Council

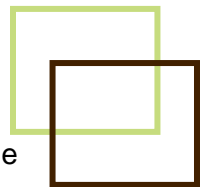
As incoming president of the Cedar City Arts Council and an employee of Southwest Applied Technology College, Debbie was instrumental in ensuring the plans for a new building at the college included the 1% budget for public art.



Laura Durham

Utah Division of Arts & Museums

Laura partnered with non-profit arts magazine *15 Bytes* to identify Utah artists who influence and impact their communities. With a goal of 50 nominations, they received 97 from 70 individuals. This project resulted in a book publication showcasing Utah's 15 most influential artists and an exhibit at the Rio Gallery of the artists' work and life.



Lisa Duskin-Goede

Cache Valley Agricultural Heritage Scenic Byway Project

Lisa assisted in establishing a scenic byway that will connect all the byways in the Heritage Area, and created a travel itinerary that highlights outstanding features.

Derek Dyer

Utah Arts Alliance

Derek Dyer's certification project was to create and produce the BIG Small World Show. This was a collaborative event between the Utah Arts Alliance and The Grand Theatre and was the first in a new World Music and Dance series.

Lori Edmunds

South Jordan City

The City of South Jordan is a community with deep roots and a rich, proud heritage. Because of the rapid expansion during the last 10 years, the face of the sleepy bedroom community has changed into a small, bustling metropolis. Applying principles learned in the Change Leader Institute, Lori implemented steps in forming the new Public Art and Cultural Development Board.

Jenny Elizabeth

Jenny Elizabeth Fine Art Studio

During Arts Day on the Hill, Jenny invited legislators, participants, visitors, and children to paint on a large landscape oil painting in the Capitol Rotunda to bring awareness to the creativity inside every individual. She donated the painting to a women's and children's center.



Theresa Ellis

Ogden Valley Performing Arts

Theresa's project was undertaking the first steps in organizing and pulling together leaders and supporters to create a non-profit entity. Theresa's journey led to the creation of a publication, *The Sign of Life for the Non-Profit: Working With and Honoring Resistance*.

Maryo Gard Ewell

Colorado Creative Industries

Maryo facilitated conversations between the Gunnison Colorado Arts Center and the Upper Gunnison River Water Conservancy District to create a "Year of Water" program that honored each organization's mission, created joint desired outcomes, and shaped a multi-faceted arts-and-water series.



Jodi Graham

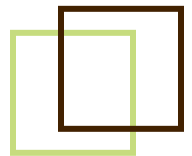
Utah Humanities

Jodi used her Change Leader skills to assist with Utah Humanities' leadership transition. The departure of the executive director of over 20 years presented unique and interesting challenges. Jodi worked closely with the staff and board during the transition process as she assumed the role of Executive Director.

Craig Fetzer

St. George Arts Commission

In 2011 as chairman of the St. George Arts Commission, Craig developed an arts district in the core downtown area (in conjunction with the historic district) and utilized the existing community arts center (Leisure Services Building) as a gathering place and tourist first stop for all art activities in St. George.



Julie Fisher

Utah Department of Heritage and Arts

For her certification project, Julie used Change Leader tools to advance the creation of a History, Heritage and Arts Museum in Utah. This will be a museum where Utah's story, and rich cultural heritage, can be told to all its citizens.

Jinni Fontana

Helper Arts & Music Festival

Jinni identified a need in her community for more public art spaces. Through collaborative work Jinni helped create a community mosaic project in Helper. It is a legacy to the economic and artistic forces that sustain the community and will delight visitors for years to come.

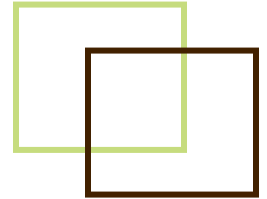


Dennise Gackstetter*Utah State University*

Dennise's project, *Empowerment Through Visual Journals*, was a collaboration between the USU Center for Civic Engagement and Service Learning, the Cache County Extension 4H and the USU Art Education Program. It provided direct hands-on art making experience to underrepresented refugee and immigrant youth to support their academic and personal growth.

**Susan Gallacher***Spring City Arts*

Applying skills she learned in the Change Leader Institute, Susan led the Spring City Arts Center through a capitol fundraising campaign.

**Pam Gee***Utah Festival Opera & Musical Theatre*

Pam created a comprehensive teacher manual to help teachers produce "Opera by Children" in their own classrooms.

Laura Gelfand*Utah State University*

Laura worked with Utah State University, Weber State, and the Utah Museum of Fine Arts to organize a series of gigs and workshops by the Guerrilla Girls. The Guerrilla Girls' visit to Utah provided an opportunity for hosting institutions to highlight the state of feminism on their campuses while giving students and community members a chance to see these important artists/activists at work.

**Chris Giangreco***Four Corners School of Outdoor Education*

Chris worked with his staff and board of directors to refine and update the Canyon Country Discovery Center's business plan. The "update" needed to ensure the organization's mission and direction remained firm while providing staff, board, and supporters the flexibility to grow, change, and adapt the organization to its new potential.

Michelle Giardina*Zion Canyon Arts and Humanities (Z-Arts)*

Michelle managed many firsts in Springdale as the city pursued installing a public art piece. She guided Z-Arts through creating an Art Review Board, analyzed the requirements of using new grant funding, and created an application and review process for public art. Michelle navigated many obstacles and Springdale will have a new sculpture installed in October 2017.

**Sara Gibbs***Alta Community Enrichment*

Sara used her Change Leader tools to assess the communications skills, needs, wants, beliefs and emotions of a local community member that wanted to partner on a possible event. Her Change Leader skills also helped her recognize the type of resistance that she was feeling and those the partner was displaying.

Sheryl Gillilan

Non-profit organizations can benefit greatly from a committed, active and responsible Board of Directors, yet it is easy to neglect this aspect of organizational development when operating a day-to-day business at a frenetic pace. Sheryl's project focused on steps taken to build importance of a commitment to continuous improvement.

Tim Glenn

John Wesley Powell River History Museum

After seeing a clear need for organizational purpose and direction at the John Wesley Powell River History Museum, Tim Glenn wrote a grant and received funding through the Utah Division of Arts and Museums to create a long-term strategic plan for his museum.

Tamara Goldbogen

Arts Learning Collaborative- Weber State University

Tamara worked with other Change Leaders to create a collaboration between Weber State University and *Nurture the Creative Mind*. Weber State University students enrolled in Honors: ArtsBridge will partner with Ogden neighborhood youth from *Nurture the Creative Mind*. This partnership will result in a Moveable Mural project designed to bring awareness to and enhance cultural well-being of low socio-economic Ogden neighborhoods.

Erin Groves

Moab Music Festival

Erin learned that Moab's Old City Park stage would likely be torn down and she realized citizens could feel upset or uninformed if this beloved landmark was demolished with little notice. Erin worked with City Works and Recreation Department to create and promote a public survey about the stage.



Nadra Haffar

Nora Eccles Harrison Museum of Art – Utah State University

Nadra used Change Leader tools to help navigate the acquisition of a new mobile art truck within her organization. She had to carefully use listening skills while at the same time keeping her museum's core values at the center of focus. Lots of listening, reflection, and revision!

Joan Hammer

Box Elder County

As a member of the Tremonton Beautification Committee, Joan successfully led her fellow members through the change cycle in order to find the best way to introduce public art in Tremonton.

Julie Hancock

Springdale Community Center

As Director of the Canyon Community Center, Julie led change and inspired the town of Springdale to become more "green". Through her work she was able to change Springdale's recycling practices, zoning laws and land use.

Tracy Hansford

Utah Symphony | Utah Opera

Tracy used her tools from the Change Leader Institute to create a new website for the Education Department of Utah Symphony | Utah Opera. She presented this change on a companywide-level and made connections with how it fit into the larger digital communications plan for the organization.

Andra Harbold*Theatre Artist / Director*

For her certification project, Andra chose to document her transition from Artistic and Literary Associate at Salt Lake Acting Company to freelance director, dramaturg, Equity actor, and teacher. The change afforded a unique opportunity to reassess working methods and beliefs and to consciously pursue the Change Leader model.

Ghulam Hasnain*Salt Lake American Muslim/SLAM*

Ghulam worked to help Salt Lake American Muslim, a Utah nonprofit organization established in 2006, to transform to the next level of maturation, professionalism, and transparency. Through significant proactive changes Ghulam is working to secure this organizations future.

Dennis Hassan*Lyric Repertory Company*

As Artistic Director of the Old Lyric Repertory Company, Dennis worked to re-establish strong ties to the community. Dennis was instrumental in establishing a new board, re-evaluating the Lyric's programming, improving availability for education and outreach, seeking additional funding at the city and county level, and partnering with other arts organizations in the community.

Wendi Hassan*Cache Valley Center for the Arts*

Wendi Hassan used facilitation principles taught in the Change Leader program to increase communication and build partnerships among Cache Valley arts organizations. The first successful joint project was a shared arts calendar featuring six months of events from seventeen arts organizations.

Ane Hatch*Midway Foundation for the Arts*

Ane led a collaborative effort to build a self-sustaining facility which enriches the community through the arts and contributes to the vitality and economy of Midway.

Rachel Hedman*Utah Storytelling Guild*

Rachel's project titled, Story Potluck, offered the opportunity to combine the "cousin arts" of performing arts, literary arts, and storytelling to kick-start a community charity event to feed both the body and the soul.

**Melissa Hempel***Woodbury Art Museum*

Melissa completed the Change Leader certification project through the Woodbury Art Museum's *Hidden Voices: Women in Printmaking* exhibition. The show highlighted women as an underrepresented group in art history and museums. Preparations included using many Institute tools including implementation, facilitation, and creating NWBE charts for desired outcomes.

Dana Hernandez
Salt Lake City Arts Council

As the Salt Lake City Public Art Program Manager, Dana realized there was a significant need for funding to maintain the City's public art collection. Dana used the change process to clearly communicate the need for funding and gain support for her project.



Sheri Gibb
Clever Octopus Inc.

Sheri's goal was to expand the impact of Clever Octopus Inc and further raise awareness of creative reuse in the state of Utah, especially in the Utah Educational System. Sheri formulated a plan to identify needs; get quality materials from Clever Octopus Inc to teachers at affordable costs; and reach teachers in a variety of educational settings.

Alyssa Hickman Grove
Utah Division of Arts & Museums

Alyssa used Change Leader tools to revise the selection process for Utah's poet laureates while keeping in mind the various stakeholders' preferences. She updated the eligibility criteria, selection process, and position description. The 2017 Utah Poet Laureate was chosen through Alyssa's revised process!

Craig Hibberd
Wabisabi

Craig created a co-op for local artists in Moab to show and sell their work in a local gallery and online. This for-profit/nonprofit venture provides collaboration between artists, the community, and establishes a professional presence and business experience, as well as giving back to the community.

Melinda Hislop
Bear Lake Valley Convention and Visitors Bureau

Melinda noticed a need for a complete travel guide that listed fun things to do but also phone numbers and addresses to local businesses, so she created a new visitors guide to include this information. The response to the complete visitors guide has been extremely positive.

Patrick Hoagland
Pilar Pobil Legacy Foundation

Patrick developed a board of community members to establish the Pilar Pobil Legacy Foundation, a 501(c)3 non-profit foundation. The purpose of the foundation is to continue the legacy of the well-known artist Pilar Pobil. The education and public art shows that have been in existence for twenty-one years will be built on and strengthened by community involvement and establishing an artist-in-residence program for visiting artists.

Laurie Hofmann

Laurie worked in collaboration with fellow Change Leader Jorge Rojas to commission a mural on the Furst Construction Building on North Temple in Salt Lake City. The mural was painted by renowned first generation Colombian artist, Jessica Sabogal. Laurie and Jorge used their Change Leader skills to work with numerous community partners including students at Mary W. Jackson Elementary School.



Julie Hollist

Cache Valley Visitors Bureau

Julie identified the needs, wants, beliefs, and emotions of the loosely organized Bear River Heritage Area stakeholders. She asked hard questions to help the board assess the area's needs to inform the direction and viability of the area.

LeAnn Hord

Oquirrh Mountain Symphony

LeAnn used facilitation skills to move the Oquirrh Mountain Symphony from a community orchestra to a multi-city symphony. She worked with human service organizations, veteran service organizations, as well as the National Alliance on Mental Illness. LeAnn is giving momentum to new growth for the Oquirrh Mountain Symphony.

Robyn Hoth

Cache Valley Center for the Arts

Robyn coordinates the arts education and outreach department of CacheArts including space use for arts classes. The goal of her project was to strengthen the financial sustainability of CacheArts education programs resulting in an increase of rental revenue. This change presented the opportunity to improve working relationships and to help struggling programs grow in capacity and professionalism.

**Lucille Hunt**

TAAS Storytelling Festival

Lucille launched a Navajo Camp Series through Nations of the Native West, located in Blanding, Utah. Camp activities included social dancing, playing games and making fry bread.

Jean Tokuda Irwin

Utah Division of Arts & Museums

With partners from BYU, UVU, and Westminster, Jean helped devise an arts education survey to advance the *collective impact* of arts education efforts statewide. The survey measures who is being served, where and how, in which disciplines, how often, and whether the programs align with state standards.

Amir Jackson

Nurture the Creative Mind

Amir's certification project was the creation of the "Ogden Art Tank" which had the purpose of connecting visionaries with the resources needed to make ideas a reality. Community members who were interested in establishing a strong art culture in Ogden came together to connect and collaborate on community art project solutions.

**Hana Janatova**

Mundi Project

Hana used her Change Leader skills to transition out of being the executive director of the organization she. Hana facilitated a retreat with board and staff members to help create a smooth transition as handed responsibilities off responsibilities to the new executive director.

Jeffery Jarvis*Dixie State University*

As Dean of the College of the Arts, Jeff worked to unite all arts programs into one College of the Arts. Jeff led radical changes within each program, as well as significant change to how these programs are perceived in the community. Jeff used Needs, Wants, Beliefs, Emotions analyses to help him understand and manage the resistance he encountered.

Caril Jennings*Weber State University Performing Arts*

Caril established a winter community read of Mary Shelley's "Frankenstein" which included a reader's theater version of Frankenstein, and a children's theater production, "Frankenfunnies."

Kristen Jensen*Utah State History*

As the Project Manager for the Department of Heritage and Arts' new website design, Kristen used NWBE to help staff understand and navigate this large change. She asked questions, and then listened to understand resistance. She also helped people develop individual transition plans so that they could have ownership of the process and the end result.

Patricia Jesse*Stansbury Art & Literary Society*

Patricia used Change Leader principles to examine the formation of a Tooele County Arts Council. This involved consulting with other County Councils, meeting with people in County agencies, gathering names, meeting interested people, and keeping track of all the information.

Dellane Jessop*West Jordan Arts Council*

Dellane helped obtain a new piano for the Sugar Factory and Arts Complex from Daynes Music Company. This was done through collaborative efforts and partnerships between the band, orchestra, chorale, theater, youth theatre, art gallery, and literary groups of West Jordan. This effort brought together local artists to successfully achieve a common goal.

Tonya Jocelyn*Washington County Arts Council*

Tonya helped reform the Washington Arts Council in September 2007 in an effort to unite and strengthen the arts for residents and visitors through outreach, database development, marketing, and public relations.

Annette & Abe Johnson*Old Capitol Arts & Living History Festival*

The Johnsons' leadership was instrumental in developing and organizing the Friends of the Territorial Statehouse State Park and Museum. They both stated the skills learned from the Change Leader Institute were most helpful in creating and organizing the friends group to help preserve and protect some of Utah's valuable living history and the heart of a community.

**Amy Jorgensen***Granary Art Center*

As Co-Director of Granary Art Center, Amy Jorgensen was the team lead in bringing the Smithsonian Journey Stories exhibit to Ephraim. The project featured three exhibitions relevant to both the local community and themes of travel and migration explored in the Journey Stories

exhibit, as well as programming to interactively engage a diverse and rural community.

Lynna Kendall

Uintah School District

Lynna was key in creating the Vernal Arts Partnership between the Uintah School District and Vernal Chamber of Commerce. The partnership has allowed K-12 students to display their artwork in local businesses. A gallery art walk is also planned for the Vernal Arts Partnership.



Mary Ann Kirk

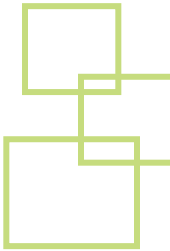
Murray City Cultural Arts

Mary Ann created a storytelling festival that featured storytelling assemblies with professional tellers and storytelling residences for eight schools and the Murray City Heritage Senior Center. This project helped Murray Cultural Arts expose the community to quality art experiences and provided a new opportunity for residents to engage in the arts.

Sandi Kirkendoll

South Jordan Public Arts & Cultural Development Board

Sandi made a quilt that represented the work she has done to evaluate and improve South Jordan's current reality, her own personal family life, and the future of art in her community.



Susan Klinker

Utah Cultural Celebration Center

Susan produced a Winter Arts Festival featuring Utah ethnic artists. Local artists showed and sold their art at booths, bringing in over \$9,000 in one day. Eight scholarships for business training were handed out, courtesy of a local company. Over half the attendees had never been to the Utah Cultural Celebration Center before.

Nikki Koontz

Southern Utah University

In her position within the marketing program at SUU, Nikki noticed an opportunity to harness and integrate the University's unique geographic location into a new value proposition. After carefully identifying the multiple outdoor initiatives being offered through a variety of academically and recreationally focused ways, Nikki was able to clearly articulate why the University could claim itself as the "University of the Parks".



Katie Lee Koven

Mary Elizabeth Dee Shaw Gallery

Katie developed a plan to create a new identity for the Shaw Gallery in order to appeal to a broader audience both on and off Weber State University's campus; this process began by working with a designer to make a new logo and website for the gallery.

Carol LaForge

Tooele City Arts Council/Encore Theatre

Carol worked with community leaders to integrate an arts center in the new Community Learning Center in Tooele.

Kaia Landon

Brigham City Museum-Gallery

For her certification project, Kaia launched a review of museum operations including board and staff functions, volunteers, and representatives of the governing authority. Her activities included

discussions of operations and goals for the future, as well as a self-study through the American Association of Museums Museum Assessment Program.

Aubrey Larsen

Utah Community Development Office & Colorado Plateau Dark Sky Cooperative

Aubrey used Change Leader tools and principles to evaluate and refine the Colorado Plateau Dark Sky Cooperative's mission to unite communities, tribes, businesses, state and federal agencies, and citizens in preserving and protecting the night sky. In addition to creating a variety of community-focused tools and resources, Aubrey developed an interactive digital map that tracks dark sky conservation activities throughout the Colorado Plateau and beyond!

Janna Lauer

Heart & Soul

Janna used Change Leader processes to create a dynamic, interactive website to share Heart & Soul's mission of healing the human spirit by bringing music and performing arts to isolated people.

Guy Lebeda

Utah Division of Arts & Museums

Guy Lebeda chose to do his certification project on a needs assessment for Utah's creative writing community in the area of professional level workshops and instruction.

Virginia Lee

Pioneer Craft House

Virginia focused on surfacing the resistance the City of South Salt Lake had toward allowing the Pioneer Craft House to continue its ten-year lease in the space the organization occupied for 62 years.

Zachary LeFevre

Tremonton City

Seeing the need for an arts organization in Tremonton and the city's desire to create a vibrant downtown, Zach worked with other professionals under a municipal arts agency to set the framework to create a local arts agency. Zach created a Local Arts Council, which hosted their first event and started an artist directory.

Chris Lezama

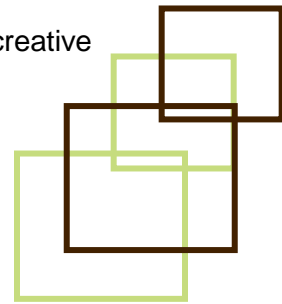
Epicenter

Chris employed tenets like the group cycle, the change process, bracing for resistance, and NWBE in collaboration with community partners and city officials to install a rotating series of creative and informational window displays in unused downtown storefronts—leading the charge for the town's beautification committee.

Tamara Lindsay

Artist

Tamara chose to undertake a project involving personal change. It had been her dream for many years to become a full-time artist and in May of 2012, she made the decision to focus full time on art. She says that this project is an ever evolving one and requires much of her. It will be a lifelong process requiring flexibility and creativity to achieve success and of course much hard work.



Katie Lindquist*Murray City*

Katie identified an opportunity to collaborate with the city's GIS department in creating two map projects to help increase public engagement. First, the museum's historic walking tour will be transformed into an online story map. Second, a time-lapse map of Murray City will be created, allowing users to see the changes over time in Murray City. Using tools from the Change Leader Institute, she was able to assess how best to shape the two map projects to fit the needs and wants of Murray City residents while interactively sharing Murray's story.

Jen Lopez*Clever Octopus Inc.*

Jen focused her project on the creation of a new nonprofit called Clever Octopus Inc. which is dedicated to fostering creativity and environmental awareness through art, science, technology, engineering, and math.

Jill Love*Utah Department of Heritage and Arts*

As a new Director, Jill met one-on-one with all of the department employees. Jill listened mindfully to develop relationships of trust. Jill identified changes that needed to be addressed as an organization. As a result, Jill worked with her department leadership to implement new policies and utilize communication channels.

Nikki Lovell*Egyptian Theatre Foundation Inc.*

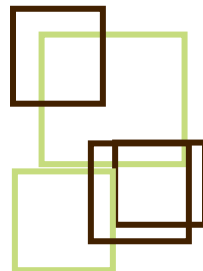
Nikki attended the Change Leader Institute and was most impressed with the work on collaboration. Inspired by this, she began to seek out opportunities for collaborations with her theatre. This collaborative process has increased classic movie attendance and helped other nonprofits with their fundraising.

**Janet Low***Timpanogos Storytelling Festival*

The Timpanogos Storytelling Festival contributes to Orem's core identity and is one of the top festivals in the nation. And yet, the festival never had a strategic plan. Janet focused her project on creating a strategic plan for the organization with short and long-term goals

Amy MacDonald*Brolly Arts*

Amy created "H2O", a week-long multidisciplinary arts project aimed at examining water issues. The importance of water was expressed through music, dance, poetry and art exhibitions.

**Kathryn MacKay***Weber Arts Council*

Kathryn found Change Leader skills helpful in analyzing her own leadership style and how that style might clash with colleagues. She used meeting facilitation skills such as brainstorming, timelines, and "parking" to make efficient meetings in which projects were proposed, taught, and learned.

Melanie Marsh*American Fork Arts Council*

Melanie's project goals were to increase awareness and broaden funding for city arts programs and gain the ability to generate a steady stream of revenue to support existing and future operations. Melanie used the NWBE chart to assess the needs, wants, beliefs and emotions associated with increasing awareness and building value for current city arts programs.

Vanessa Martineau

Utah Arts Alliance/Urban Arts Festival

The Change Leader Institute gave Vanessa a variety of tools to help make the planning process for the Urban Arts Festival more effective. Applying concepts like "The Group Cycle" and NWBE have allowed the all-volunteer Urban Arts Festival Committee members to vocalize their commitment to the planning process. It has also allowed them to better understand their own, and each other's motivation for participating in the committee.

V. Kim Martinez

Artist

Kim Martinez is a mural artist. Using Change Leader techniques, she approached two recent murals: *A Bee in her Bonnet* and *Stars Shine Brightest in the Dark*. Under her direction, the projects were initiated after conversations with multiple community partners, with a broad goal of bettering participants' social horizons, to allow all to connect with people and communities through art.

Lindsey McBride

Thanksgiving Point

Lindsey recognized a need for increased and improved communication between the education department and marketing department at Thanksgiving Point. She used her tools from Change Leader to bring the teams together and find ways to collaborate more efficiently. Lindsey used NWBE and understanding resistance to open communication and find solutions.

Cody McCarthy

Color Red Media

For his certification project, Cody used skills learned through the Change Leader Institute to examine and then recreate his organization's creative review process. He has used tools to help further understand client's desires and how to align his conversations to mitigate resistance towards positive outcomes.

Terri McGee

GAM Foundation

As a board member for more than five years, Terri McGhee is very invested in helping the GAM Foundation reach its highest potential and continue to thrive as a vibrant nonprofit organization. To further this, Terri's goal with her certification project was to create a grant writing plan and hire a contracted grant writer so there would be a steady stream of income coming in to the foundation.



Ainsley-Marie McLaughlin

Heart & Soul

Ainsley used Change Leader skills to organize a first time event. The Heart & Soul Porchfest debuted August 2012 in the East Central Community in Salt Lake City. The idea was simple; local musicians played for the community on neighbors' porches while people strolled the tree-lined streets of the historic neighborhood. It was the essence of Heart & Soul's mission of bringing music and performing arts to people who are isolated from the community.

Michael McGlothlen

Canyon Country Discovery Center

Michael planned a multimedia exhibit and a four part discussions series at Canyon Country Discovery Center. The multi-media exhibition comprised of photographs of the Bears Ears National Monument, and the voices of those who have played a role in arguing for or in opposition to the monument. The four-part discussion series focused on seeking to provide a richer understanding of the land, culture, legal context, and sacred significance of Canyon Country and the Bears Ears Region.

**Serah Mead**

KZMU Moab Public Radio Inc, Artist

Serah focused her project on creating “Voices of Moab: The Women Who Live Here”, a project intended to enhance KZMU Moab Public Radio’s programming while generating conversations around feminism and the women of Moab.

Jill Mecham

Department of Community and Culture

Jill worked to foster cultural heritage tourism by creating a marketing publication. This required coordination of the CHC Publication Subcommittee, CHC council members, final approval from DCC and the Governor's Office of Economic Development division directors, associate directors and program managers.

**Rhiana Medina**

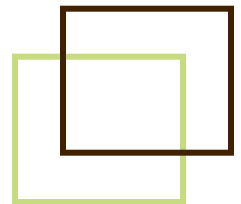
Moab Valley Multicultural Center

Rhiana used NWBE to conduct a community needs assessment with the Moab Valley Multicultural Center’s staff and board. She used that information in a two-night Community Café, held in both English and Spanish, as a way to collect information from community members. The center has since implemented programs based on the data collected.

Renee Milne

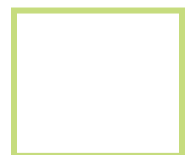
Tooele City Arts Council

As a member of the Tooele City Arts Council, Renee established a Publicity Committee to publicize the benefits of the PAR Tax to the citizens of Tooele City. The committee focused on the ‘Arts’ part of the PAR tax and established social networks, mailers, monthly newsletters, events and a website to get out the message to renew the PAR tax.

**Roger Morandi**

Oquirrh Mountain Symphony

After the sudden resignation of their conductor, Roger used his Change Leader skills to work with the Board and Executive Director of the Oquirrh Mountain Symphony to create plans of action, outline their needs and goals, develop search criteria and imagine a new symphony with a new direction. They worked to develop these various processes while sustaining their Symphony, both financially and emotionally.

**Vickie Morgan**

University of Utah

Vickie partnered with Go Girlz!, a University of Utah Women's Resource Center After-School Program, to provide early exposure to higher education. She engaged 6th grade girls from a Title I elementary school in a process of self-exploration, identity development, and empowerment, by creating a Go Girlz! mural.

Robert Morphis

Utah Pioneer Heritage Arts

Bob plans to work with each county in the state to discover their pioneer era stories. The stories will be turned into songs and visual art by local artists, and compiled into an art book CD for residents and visitors of Utah.

Alejandro Moya

Ballet West

Alex advocated for and created a new logo and updated branding for Ballet West. The new branding is more accessible and welcoming to a broader audience, because Alex developed it in collaboration with community members, patrons, volunteers, and dancers.

Kimberly Muller

Escalante Canyons Art Festival

Kimberly was instrumental in the creation of the Escalante Student Art Program, a program that offers free art classes for elementary and high school students of Escalante and Boulder.

Kerri Nakamura

Utah Department of Heritage and Arts

Kerri is working with Department managers and supervisors to ensure that every Department employee has one measurable and reportable goal directly linked to one of the Department's goals: Collaboration; Civic Engagement; Collections. Kerri used the Change Leader practice of, "don't do something that impacts me without involving me in the conversation" to help accomplish the project. She also used Change Leader tools to overcome resistance to change.

Dustin Nay

Oquirrh Mountain Symphony

Dustin's certification project is to create a music lending library collective and website. Organizations such as symphonies, choruses, small ensembles, chamber groups, as well as private individuals could make their collections available to each other. A few ensemble and chamber groups, including Oquirrh Mountain Symphony, have expressed a strong interest in joining this exchange. Dustin aims to have at least 25 groups on board.

Lori Nay

Casino Star Theatre Foundation

Lori worked with fellow Change Leader Diana Major Spencer on the "Voices of Our Valley" project. This 218 foot-long mosaic dragon inhabits the Sanpitch River Walk under Highway 89 and "roars" in traffic.

Susan Neidert

Brigham City Fine Arts Council

Susan used Change Leader tools to target her efforts and better utilize her executive board to secure additional sources of funding for continuing and advancing programming with the Brigham City Fine Arts Council.

Ricklen Nobis

Now Playing Utah



After over two years in operation, “Now Playing Utah” showed great promise for becoming a wonderful resource tool for the arts in Utah. Rick explored possible opportunities for making the site even more effective and useful to both Utah Presenters and Utah Performing Artists.

Laurali Noteman

Kane County Hospital

Laurali worked with the Kanab Heritage Museum to document institutional knowledge from the museum’s curator, Deanna Glover. Laurali used the skills learned from the Change Leader Program to assess needs and create buy-in.

Todd Oberndorfer

The Banyan Collective

Because of his collaborative involvement in designing and establishing the Nine Rails Creative District in Ogden, Todd saw an opportunity to share and document the District’s history, as well as explore what it means to be an Adventurous Creative. The Nine Rails Arts Podcast was born. Todd’s Change Leader training has been invaluable in not only better understanding himself as an Arts Leader & Podcaster, but also in developing community trust and respect by understanding the strengths, limitations, and perspectives of others.

Jennifer Ortiz

Utah Museum of Fine Arts

Jennifer implemented a textile re-housing project that focused on a select portion of 298 textiles from UMFA’s permanent collection; this included removing textiles from storage, re-labeling the objects, updating their records with relevant condition reports, dimensions, and any associated information. The textiles were also vacuumed-cleaned and re-housed in new archival materials.

Trish Painter

Mountain Arts and Music

Trish’s goal was to expand Mountain Arts and Music’s one day Arts & Music Festival to various locations in Ogden Valley. This required coordination and collaboration with several local businesses. Trish discovered that while the idea was well accepted, there was inadequate buy-in to support the idea. Consequently, Trish helped her organization focus on building attendance at the current festival before trying to expand.

Michelle Patrick

People Productions

After going through the Change Leader Institute, Michelle decided to have People Productions focus on more community outreach beginning in 2012. This was done through the introduction of the Utah Urban Arts Project, a new sub-division of People Productions, which will facilitate performing arts training and etiquette to Utah’s underserved youth.

Kami Terry Paul

Utah Shakespeare Festival

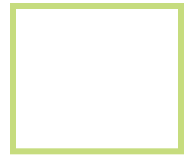
Using Change Leader concepts, Kami developed and implemented a new Student Access Card at the Utah Shakespeare Festival. The development of the card required coordination and negotiation with several parties. The final program featured a card that only students could purchase. Each card allowed unlimited access for one student to Festival performances.



Cassie Paup

Friends of the Moab Folk Festival

As assistant Director of Friends of the Moab Folk Festival, Cassie used her Change Leader skills to identify partners that would make it possible to add a summer concert series to the Festival's programming. Cassie led a steering committee, increased communication and managed resistance. The Moab Free Concert Series will be held in conjunction with the Moab Farmers Market and will consist of four free concerts each Friday in July.

**Kimberly Pedersen**

Cottonwood Heights Arts

Kimberly is the Arts Council Production Manager for Cottonwood Heights City. This council is relatively young and has never had any formalized board training. There was resistance to this idea, but the Institute gave Kimberly the skills to lead a successful board training and the tools learned will help Kimberly as she plans future board trainings.

Bjorn Pendleton

Spanish Fork Arts Council

Bjorn realigned the arts council by bringing the community choir, orchestra, festival and other major arts activities back under the umbrella of the arts council. By doing so, funding was centralized and resulted in the city council approving a large budget increase to further support the arts efforts in the community.

Lenise Peterman

Helper Arts, Music and Film Festival

Lenise used her Change Leader training to lead the Helper Revitalization Steering Committee in choosing a new Main Street design. The Helper Community voted to choose a Main Street design that will build a cohesive environment, complement the historic, nationally registered district, and be representative of the community

**Natalie Petersen**

Springville Museum of Art

Natalie built an engaging exhibition focusing on Springville history, drawing upon existing networks and expanding to new community groups and individuals. Her goal was to educate, engage, and create a stronger sense of community and collaborative alliances through this project.

Todd Robert Petersen

Southern Utah University

Todd used Change Leader training to lead the transitional change of a new curricular element for all Southern Utah University students; this requirement involves designing and executing an experiential project that reflects students' passions, interests, goals, & life objectives.

Chris Peterson

Great West Institute

For his certification project, Chris facilitated the creation of a public art piece. A large community mural—one hundred and five feet long, and forty feet tall—in the backyard of the Sorenson Unity Center's Art Park.



Una Pett*Artist*

Una drew inspiration from the Institute components that resonated most for her—the stages of change, particularly the transition period; understanding differing perspectives of people involved in change; the nature of power and empowerment; and mindful listening—and directed her project toward a major change within her family. She used Change Leader tools to assess the needs of herself, her partner, and their 5-year-old son in navigating a move abroad.

Eileen Potter*Duchesne Arts Council*

During Change Leader, Eileen learned about herself and decided to change positions on the arts council to better serve its purposes and she set out to finish her degree to better serve her purposes. Eileen realized that her organization needed a better relationship with our county officials, and worked to make that happen. As a result, the city is helping the arts council find a permanent home.

Brian Powell*Southern Utah University*

Resistance to change is an issue that all young professionals will certainly encounter early and throughout their careers. For his project, Brian chose to focus on resistance and presented the concepts and tools to his classmates in the Arts Administration program at SUU. Through an open dialogue, students were able to share and process their experiences with resistance.

Mary Lou Prince*Encore Creativity for Older Adults*

Mary Lou realized she wanted to do a project that would involve choirs from different religious groups. Mary Lou composed a cantata called Songs of the Earth. On November 7th, 2014 the song was performed at the Assembly Hall with over 80 singers.

Steve Puro*Basin Arts Council, Roosevelt Pops Symphony*

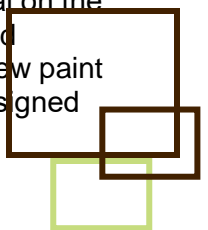
Steve produced the Best of the Basin Concert to raise funds to maintain a new community auditorium so that the costs wouldn't be passed on to the community.

Justin Queen*Green River PACT*

Justin used a change in funding for his organization's afterschool program as an opportunity to examine the needs of his community. He navigated diversifying funding on a local level while increasing community participation in and ownership of future programs. Utilizing principles of empowerment presented in the Institute, Justin will help the program content shift and grow to more thoroughly reflect the community it serves.

Jason Quinn*Mt. Pleasant City Arts Council*

Jason worked to develop a new veteran's memorial. After the completion of a large mural on the outside of the "Old Armory" he helped with the remodeling of the foyer. Money was raised through grants and the whole room received a much needed face lift. Marble flooring, new paint and architectural elements were installed. Finally, four 6'x 6' role calls were installed, designed with iconic scenes and the names of every veteran in the county.



Irma Ramos*Vientos del Sur*

Vientos del Sur, founded in 2004, went through a change when some of its families' members and founders decided for personal reasons to leave the project. The organization was in need of encouragement and inspiration. Irma used Change Leader tools to organize a special event to bring optimism and renewed vigor to the entire membership called "Guitarreando con Amigos".

James Rees*James Rees Art*

James was a catalyst in creating an opportunity for Utah County residents to experience and discuss 21st century art. His goal was to change the perception of contemporary art in his community by creating access and understanding of the subject.

M. Dayle Record*Artist*

Dayle explored the prospect of creating an Artist's Oasis in Bluff with the Rector of the St. Christopher Episcopal Mission and his wife. She worked with community members to learn their vision for the space as a possible arts venue.

Maria Ricks*Fairview Museum of History & Art*

Maria volunteers at The Fairview Museum of History and Art, a local museum which struggles with low patronage. She recognized the museum needed new venues to bring patrons in on a regular basis. A successful partnership was formed with Snow College to bring monthly music concerts to the Fairview Museum. Also of note, in January of 2015, the North Sanpete Arts Council was established to encourage local patronage in the fine arts.

Margo Richards*Holladay Arts Council*

Margo focused her project on advancing the professionalism of the Holladay Arts Council. She used Change Leader tools to work with her board to create a relevant mission statement, a new strategic plan and to improve some basic structures such as budgets, policies and procedures.

Amanda Robinson*South Jordan Public Art & Cultural Development Board*

Amanda helped develop a program called 'Resident on Display' that allows a different South Jordan amateur artist to display their body of work for a month. She worked to drive the program in a more efficient direction that would serve the community more effectively.

Bayley Rogers*Moab Arts Administrator*

Bayley's certification project focused on forging partnerships between local government and arts agencies and educating government agencies in the value of the arts.

Kristen Rogers*Utah State History*

Kristen facilitated the creation of a cultural heritage tourism online toolkit, as well as creating a living, organic document to guide the State Historic Preservation Office for the next seven years as it cares for and expands access to Utah's cultural resources.

Jorge Rojas

Utah Museum of Fine Arts

Working with fellow Change Leader Laurie Hoffman, Jorge facilitated a community-based mural project involving Mary Jackson Elementary, the University of Utah, and other partners. The mural was painted by renowned first generation Colombian artist, Jessica Sabogal on the the Furst Construction Building on North Temple in Salt Lake City.

Clive Romney

Utah Pioneer Heritage Arts

Clive created an organization to enhance the sense of community and quality of life by cultivating and preserving early Utah pioneer era heritage arts. He put together a nine member board of trustees, established the corporation in the State of Utah and submitted federal paperwork for nonprofit status.

**Angie Roundy**

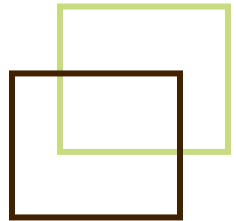
Cache Valley Center for the Arts

Angie targeted the group cycle in an effort to create more acceptance, belonging, and teamwork within a large group of volunteer ushers. Angie discovered that while the volunteers were excited to serve, many felt they never had the opportunity to really get to know any of their fellow volunteers, and this was leading to some disconnection from the volunteer corps. The first experience was a gallery showing off the ushers' artwork during the local Gallery Walk event. The second event was a Japanese painting class taught and attended by the volunteer ushers.

Emily Ann Sanderson

Utah Pioneer Heritage Arts

Working with Clive Romney, Emily launched the Pioneer Arts Boutique in 2009. This online/traveling boutique features hand-crafted items made by Utah-based artists.

**Melissa Schmaedick**

Friends of Moab Folk Festival

Melissa worked to enhance music education in the Grand County School District through the production of one week-long, in-service clinic per trimester in the 2018/2019 school year. This project will serve as a platform for long-term music education programming by the Friends of the Moab Folk Festival.

Michael (Tony) Schoenfeld

Kanab Arts Council

Utilizing Change Leader tools Tony worked with Kanab leaders, artists, & citizens to identify the most urgent needs of the community that could be addressed through art. Deciding on a goal of improved communication and sense of togetherness he chose to create public art spaces, separate from local galleries and museums, which would encourage community members to gather together and explore ideas about art, each other, and their shared community.

Samantha Sedivec

Salt Lake County Zoo, Arts & Parks

Leveraging skills learned during the Institute, Sam completely reworked the Salt Lake County Zoo, Arts & Parks (ZAP) website to better serve its constituents, the general public, and those seeking grant funding. The new website is a highly branded tool aimed at raising awareness of the ZAP program, rooted in transparency and engaging the community.

Lisa Sewell*Utah Arts Festival*

Lisa reinstated the Art Partner's Program to include artists and communities from the entire state. At the 2008 Utah Arts Festival, visual and literary artists were represented from Daggett, Duchesne and Uintah Counties.

**Katy Shoemaker***Thanksgiving Point Institute*

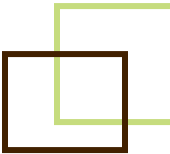
Katy focused on providing a commonplace resource for Utah Arts & Museums professionals to access grant and

David Sidwell*American West Heritage Center*

For his certification project, David instituted a new planning process with his programming staff at the American West Heritage Center called, "Backwards Planning." This type of planning posits that first specific goals are defined, then identifies steps and sequences required to reach the goal, and finally a timeline is created with deadlines to accomplish necessary tasks.

Marianne Sidwell*Summerfest Arts Faire*

Marianne expanded Summerfest's plein air competition to encompass photographers with the hope of involving more artists and increasing Summerfest exposure.

**Melissa Singleton***Utah Symphony | Utah Opera*

Noticing resistance from long-time volunteers about new policies, Melissa created a volunteer appreciation program that utilizes a monthly feedback process, and where volunteers become leaders by creating and implementing needed changes. This new appreciation program includes thank you events, ongoing prize drawings, and ticket compensations.

Richard W. Sline*Weber State University*

Rick attended the Boise Change Leader Institute to experience the entire Change Leader program as a participant before developing a Train-the-Trainer program. This program is targeted at certified Change Leaders who might become the facilitators of this program in the future. Rick's project became the Train-the-Trainer program, which piloted in Boise in 2011.

Heather Smith*University of Utah*

Heather performed a feasibility study to build a concert hall in South Davis County. After meeting with city leaders, musical organization board members, and music educators, it was determined that a smaller venue was more of a need. In collaboration with Bountiful/Davis Arts Center, Heather launched a campaign to purchase a Steinway grand piano for BDCA's stage.

**Heather Smith***South Jordan Arts Council*

Heather worked with city leaders to re-define and re-evaluate South Jordan City's Arts Council. She helped her team identify areas of change and need and is developing obtainable goals for both the city and the Arts Council.

Liz Smith

Utah Division of Arts & Museums

Liz created an online arts council/nonprofit arts organization toolkit assist nonprofit arts organizations in building and strengthening capacity, providing new business models, supporting board & volunteer staff; it also includes findings which support advocacy and growth.

Carrie Snow

Church History Museum

Carrie facilitated changes that resulted from a museum renovation; it required that nearly 2,000 pieces of art and artifacts be moved to storage. Permanent storage was impacted, necessitating the movement of another 4,300 artifacts in less than 4 months. This project also led to implementing barcoding to track collections.

Diana Major Spencer

Casino Star Theatre Foundation

Diana's "Voices of Our Valley" project enhanced and inspired the community when 240 volunteers and 2 professional artists came together to create the Sanpitch Dragon. This 218 foot-long mosaic dragon inhabits the Sanpitch River Walk under Highway 89 and "roars" in traffic.

**Melissa Spuhler**

Bear Lake Arts Council

Melissa established the Rich Legends and Melodies festival in her community. It was a great success with about 24 participants doing old time stories, cowboy poetry, singing, or musical numbers and approximately 120 people attending.

Rhoda Stauffer

Park City Summit Arts Council

Rhoda facilitated the completion of a new strategic plan through assessment and review--envisioning what could be, prioritizing putting those visions into a realistic setting, and publication of a practical, achievable plan which has measurable benchmarks and implementation steps.

Joshua Stavros

Utah Shakespeare Festival

Recognizing disconnect in his organization's communication channels, Josh worked to develop and integrate an editorial calendar for all festival communications. Josh connected all relevant parties, then researched and developed a system that would work for multiple individuals throughout the year. The implementation was successful enough that other departments have copied and used this model for their own communications.

Kandace Steadman

Museum of Utah Art and History

Kandace Steadman took on the preparation of current and future museum leaders to be curators. Using a T-Chart and NWBE criteria, the curriculum was created and is being offered to organizations that help train museum leaders.



Melanie Steele

Helper Arts & Music Festival

The Helper Arts and Music Festival has been a great local and regional event since 1995. However, the change-over of directors for the volunteer organization has never been done with long term success of the festival in mind. Melanie developed a system of seamless transition of new leaders for the festival using Change Leader techniques and embracing resistance.

Nicole Sterling

Utah Shakespeare Festival

Nicole implemented a new way of conducting fundraising auctions for the Utah Shakespeare Festival by putting them online, alleviating the logistical challenges of traditional two-hour silent galas. Nicole created buy-in by reminding the staff of the need for improvement and presenting successes.

**Diane Stern**

Weber State University Performing Arts

Diane assisted in the development of Weber County Arts Council by getting major community members talking and collaborating, as well as presenting to various government entities to gain financial and other support.

Carol Stevens

Duchesne Arts Council

Carol facilitated conversations with the Mayor and City Council of Duchesne to help save the Pope House Museum, where artists Fred and Marie Pope once lived. She was able to reorganize the previously inactive museum board to help determine the future of the historic Pope House.

K Stevenson

Weber State University

For her certification project, K encouraged leadership and service in students and future classroom teachers. Her interdisciplinary class, "WSU ArtsBridge," is an active research style of instruction that prepares students with hands-on, experiential learning, bridges a frequently perceived gap between university and community, and builds skills in civic collaboration.

Ginny Stout

Ogden City Arts

Ginny redefined and energized *Arts on the Town* which provides opportunities for organizations to collaborate and foster mentoring relationships between established and emerging artists and organizations. Ogden also now has a very successful First Friday Art Stroll which provides additional opportunities for education of *Arts on the Town*.

**Kelly Stowell**

Center for Business and the Arts

Kelly created a *best new business idea* competition and raised over \$16,000 in prize money for entrepreneurs in Kane County. He utilized steps in the change cycle throughout his project.

Lia Summers

Salt Lake City Corporation

Lia proposed a new ordinance that would allow non-profit organizations offering accessible

Revised 07/09/2019

programming to the public to lease city-owned spaces, on a temporary basis, for a free or reduced rate. She worked with representatives of many City departments to define the terms of the ordinance, and presented it to City Council for consideration.

Brenda Sun

Little Bloomsbury

Brenda created new opportunities for artists in Cache Valley. She was inspired by the famous Bloomsbury collective of artists who gathered to create and inspire with each other. Brenda has worked to recreate a "Little Bloomsbury" in Logan.



Maria Sykes

Epicenter

The goal of Maria's project was to empower rural towns through visual data and information, beginning with her home of Green River. Maria assessed the needs, wants, beliefs, and emotions driving economic development and revitalization for Green River City Council and Business Group. She gathered data for the City of Green River's housing plan which then became a full town assessment.

Leslie Tomkins

Moab Music Festival

Summertrios Inc. provides two annual chamber music seminars for adult amateur musicians. Until October 2015, the 25 year old organization was run by its founder. As with many founder-driven organizations, the passion that makes founders incredible can also create difficulty in passing the baton to new leadership. Leslie used Change Leader tools to help the organization smoothly work through this transition.

Mandi Turner

WabiSabi

Mandy Turner is the Program Director at Moab's nonprofit thrift store, WabiSabi. Among other things, she oversees WabiSabi's Winter Meals program, which serves over 2000 meals a year to the Moab Community. She endeavored to fully support the program and change it to a year-round program, so that one day it can be its own thriving organization.

Emily Utt

LDS Church History

Since participating in the Change Leader Institute, Emily has been involved in a major 18-month restoration project at the historic St. George, Utah Tabernacle. Emily used Change Leader principles including understanding power, negotiation, NWBE, and facilitating change in her team to design and build a major construction project, launch a web exhibit, locate a missing commemorative cornerstone, install a new time capsule and work through many small conflicts and decisions.

Dana Waggoner

Envision Escalante

Dana answered the call of the community for help in other areas besides the arts. She identified two prevailing ideas from community meetings using the NWBE system: the need to preserve local culture and create a thrift store, using Moab's model, and tying into Scenic By-Way 12.



Stephen Wagner

Cedar Valley Community Theatre

In his capacity as a board member Stephen is working with Cedar Valley Community Theatre to build a five-year plan, targeting areas to strengthen the organization's foundation, and focusing the organization's vision toward unified, long-term goals.

Suzanne Walker

Midvale Arts Council

Midvale City and its elementary schools are in desperate need of additional resources, especially those that foster inclusion, creativity and promote a stronger sense of community. For her project, Suzanne brainstormed ways to impact students with limited funds and came up with using an organizational partner to go to each of the elementary schools and conduct a week-long residency. Each residency teaches students important life skills in a fun environment.

Bobbi Wan-kier

Art Escapes 3-D

After meeting with key arts leaders, Bobbi decided that her company would be able to put artists to work and help to re-vitalize the St. George downtown area. During the process she proceeded to make important connections in town. At the same time, she was asked to coordinate a Washington County artist's studio tour and decided it would be good for both the community and for her business, Art Escapes-3D.

Ronda Walker Weaver

Orem Arts Council

Rhonda helped her council to focus and regroup their strategic plan by defining funding, communication, recommendations, and then putting together a council retreat which resulted in a unified plan of action.



Vicki Wartman

Riverton Arts Council

Vicki focused on strengthening and expanding the arts programs in Riverton City. Through her project, Riverton has added a classical music guild, a youth choir, painting classes, a community Christmas concert with full choir and orchestra, a visual arts show, and other cultural concerts. During this process, Vicki helped the organization handle massive board transition.

Jenn Waterhouse

Salt Lake County, Zoo, Arts and Parks

Jenn experienced unexpected life change shortly after attending the Institute and used Change Leader tools to negotiate her own resistance as she moved to a new city and started a new job. Jenn also helped move the ZAP Investment in Equity Initiative forward by planning, facilitating and managing resistance.

Mary Wells

Utah Calligraphic Artists

Mary used Change Leader tools to promote awareness of the calligraphic arts as well as an international calligraphic arts conference coming to Utah in June of 2017. She made a plan to present introductory calligraphy classes to high school art classes and adult community classes at no charge. It is her goal that many will want to experience the joy of learning about the lettering arts and use this opportunity to get involved in the community and the conference.

Matthew Wendell

American Leadership Academy

Matthew organized a service project for his the ALA Band Program. Members of his community hosted a diner concert featuring several auditioned students and local talent. Matthew used meeting facilitation strategies with his students, parents, and administrators to review and approve this off-campus event at the Salem Community Center. Matthew used NWBE to help in the logistical planning to host a successful event.

Rachel Wheeler

Roosevelt Junior High School

Rachel developed a fun, annual Halloween Concert in order to interest students in developing a love for music. School administration, teachers, community members, and parents got involved with preparing for the concert.

David Wicai

Utah Division of Arts & Museums

Working alongside fellow Change Leader, Emma Dugal, David helped the Bountiful/Davis Art Center put together a presentation for the Davis County Office of Economic Development to secure funds to help finish the art center's new performing arts space. David's role was to collect, analyze, and present the statistical information that would serve as supporting material. In the end, BDAC was awarded almost \$60,000.

Blake Wigdahl

Thanksgiving Point

For his project, Blake focused on the design of a new experience at Thanksgiving Point, the *Butterfly Biosphere Experience*. Blake and his team used several of the Change Leader tools in the design of this new interactive experience. As part of the process they engaged community groups and stakeholders to better understand expectations around butterflies and other insects.

RaNae Wilde

Daggett County Museum

RaNae has been chairperson of the Daggett County Museum since its inauguration five years ago. One fact that is seldom told: Linwood is the community that was burned and drowned below the waters of Flaming Gorge. The Change Leader Program has helped her realize this story needs to be told and she is going to do it.

Karman Wilson

Dixie State University Professional Arts

Karman facilitated a recurring master class series with visiting filmmakers to expand and inspire the minds of students and community members. She worked in conjunction with the film program at DSU and the monthly classic doc screenings with DOCUTAH and the City of St. George.

Rob Wilson

Utah Mural Arts Foundation

Rob created the Utah Mural Art Foundation as a way to fill a community need for increased public artwork. The Foundation's mission is to bring together communities, and encourage tourism and education through promoting and supporting mural art.

John Witmer

West Valley Symphony Orchestra

John's project was to develop and implement ways to interact with Franklin & Marshall College alums in the Utah area as a way to enhance a sense of affiliation with the college. The additional hope is that it will translate into increased financial support for scholarships.

**Katie Woslager**

Utah Division of Arts & Museums

For her project, Katie reviewed and streamlined grant administration for the Individual Artist Services grants.

Crystal Young-Otterstrom

Utah Cultural Alliance

Crystal led Utah Cultural Alliance's effort to reverse the School Board's decision to make arts education optional for junior high students.

Tamara Zollinger

Bear River Valley Museum

After being appointed president of the Bear River Valley Museum (formerly known as the North Box Elder Museum), Tamara put together a board of directors, applied for nonprofit status and raised funds for the museum.

Lisa Zumpft

Zion Harvest

As the chair of Zion Harvest—the organization that runs the Zion Canyon Farmers Market—Lisa worked with the Springdale Planning Commission and Town Council to change ordinances regarding the farmers market activities and allowing farm animals in the canyon.

For more information on the Certification process or the Change Leader Program, please contact [Jason Bowcutt](#).

